



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, September 13, 2011
6:00 p.m.

Agenda

Call to Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Meeting – August 23, 2011

Delegations

Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Consistent with all delegations, each presentation will be allowed a maximum of five minutes.

Presentations

2. Staff Sgt. Scott Bell, RCMP, Cst. Chris Salamon, RCMP and Della Kerfont, CUPE
re: RMWB Watch Program

Reports

3. Appointment of External Auditor

4. Eagle Ridge Community Centre – Capital Contribution Partnership with Alberta Infrastructure
5. Appointment of Chairperson – 2015 Western Canada Summer Games

New and Unfinished Business

Reporting - Boards and Committees

Adjournment

Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, August 23, 2011, commencing at 6:00 p.m.

Present: M. Blake, Mayor
M. Allen, Councillor
D. Blair, Councillor
L. Flett, Councillor
S. Germain, Councillor
D. Kirschner, Councillor
P. Meagher, Councillor
D. Scott, Councillor
J. Stroud, Councillor
R. Thomas, Councillor
A. Vinni, Councillor

Administration: G. Laubenstein, Chief Administrative Officer
S. Kanzig, Chief Legislative Officer
L. Kotyk, Legislative Assistant/Recorder

Call to Order

Mayor Blake called the meeting to order at 6:06 p.m.

Opening Prayer

Mayor Blake invited those so inclined to join her in Prayer.

Agenda

11-231 Moved by Councillor Meagher that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meetings

1. Regular Meeting – July 12, 2011

11-232 Moved by Councillor Thomas that the minutes of the regular meeting held on July 12, 2011 be approved as presented.

CARRIED UNANIMOUSLY

2. Special Meeting – July 15, 2011

11-233 Moved by Councillor Allen that the minutes of the special meeting held on July 15, 2011 be approved as presented.

CARRIED UNANIMOUSLY

Public Hearings and Related Reports

3. Stonecreek – Parcel F

- **Bylaw No. 11/024 – Timberlea Area Structure Plan Amendment**
- **Bylaw No. 11/025 – Land Use Bylaw Amendment**

11-234 Moved by Councillor Thomas that Council move into a Public Hearing regarding Bylaw Nos. 11/024 and 11/025.

CARRIED UNANIMOUSLY

Andrea Bryden, Planning and Development, provided an introduction and brief overview of the proposed bylaw, noting that it is supported by Administration.

Jodie Wacko, Beaverbrook Developments, provided an opening statement regarding the proposed changes to Bylaw Nos. 11/024 and 11/025.

Tim and Tracey Dorsay, residents, submitted their written opposition to Bylaw Nos. 11/024 and 11/025.

Ashley Marshall, resident, came forward to withdraw her written opposition to Bylaw Nos. 11/024 and 11/025 that she had submitted.

11-235 Moved by Councillor Meagher that the Public Hearing for Bylaw Nos. 11/024 and 11/025 be closed.

CARRIED UNANIMOUSLY

The Public Hearing for Bylaw Nos. 11/024 and 11/025 was held between 6:09 p.m. and 6:31 p.m.

11-236 Moved by Councillor Thomas that Bylaw No. 11/024, being a Timberlea Area Structure Plan amendment for part of SE 31-89-9-W4M; Lot 4, Block 7, Plan 092 3934; Lot 9, Block 1, Plan 062 5817; 1MR, Block 9, Plan 092 3934; and Lot 2, Block 7, Plan 082 8922, be read a second time.

CARRIED

For: Allen, Blake, Flett, Scott,
Stroud, Thomas, Vinni

Opposed: Blair, Germain, Kirschner,
Meagher

11-237 Moved by Councillor Allen that Bylaw No. 11/024 be read a third and final time.

CARRIED

For: Allen, Blake, Flett, Scott,

Stroud, Thomas, Vinni
Opposed: Blair, Germain, Kirschner,
Meagher

11-238 Moved by Councillor Thomas that Bylaw No. 11/025, being a Land Use Bylaw amendment for part of SE 31-89-9-W4M; Lot 4, Block 7, Plan 092 3934; Lot 9, Block 1, Plan 062 5817; Lot 2, Block 7, Plan 082 8922, be read a second time.

CARRIED

For: Allen, Blake, Flett, Scott,
Stroud, Thomas, Vinni
Opposed: Blair, Germain, Kirschner,
Meagher

11-239 Moved by Councillor Thomas that Bylaw No. 11/025 be read a third and final time.

CARRIED

For: Allen, Blake, Flett, Scott,
Stroud, Thomas, Vinni
Opposed: Blair, Germain, Kirschner,
Meagher

4. Bylaw No. 11/026 – Land Use Bylaw Amendment – Lot 1, Block 2, Plan 082 8922 (Stonecreek – Parcel F)

11-240 Moved by Councillor Meagher that Council move into a Public Hearing regarding Bylaw No. 11/026.

CARRIED UNANIMOUSLY

Andrea Bryden, Planning and Development, provided an introduction and brief overview of the proposed bylaw, noting that it is supported by Administration.

Dan Eggert, Melcor Developments, provided an opening statement regarding Bylaw No. 11/026 and the proposed Stonecreek Village shopping centre development.

11-241 Moved by Councillor Meagher that the Public Hearing for Bylaw No. 11/026 be closed.

CARRIED UNANIMOUSLY

The Public Hearing for Bylaw No. 11/026 was held between 7:08 p.m. and 7:25 p.m.

11-242 Moved by Councillor Germain that Bylaw No. 11/026, being a Land Use Bylaw specific to Lot 1, Block 2, Plan 082 8922 (Stonecreek – Parcel F), be read a second time.

CARRIED UNANIMOUSLY

11-243 Moved by Councillor Meagher that Bylaw No. 11/026 be read a third and final time.

CARRIED UNANIMOUSLY

Reports on Boards and Committees

- Communities in Bloom Committee (Councillor Meagher and Councillor Stroud)
- Events Wood Buffalo - interPLAY (Councillor Thomas)
- Condolences regarding Jack Layton's Passing (Councillor Blair)
- Premier's Visit, Mayor Mandell's Visit, Industrial Heartland, Getting recognition from Various Stakeholders (Councillor Kirshner).
- Taste of Fort McMurray, Condolences regarding Charlotte Mitchell's Passing (Mayor Blake)

Adjournment

11-244 Moved by Councillor Blair that the meeting be adjourned.

CARRIED UNANIMOUSLY

The meeting adjourned at 7:37 p.m.

Mayor

Chief Legislative Officer



Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. Presentations are a maximum of 5 minutes in duration.

Presentation Information	
Preferred Date of Presentation	September 13, 2011
Name of Presenter(s)	Sgt. Scott Bell and/or Cst. Chris Salamon (RCMP) and Della Kerfont (CUPE)
Organization Represented	RCMP and RMWB
Topic	RMWB Watch Program
Please List Specific Points/Concerns	Inform Council of RMWB Watch Program which is a joint initiative between the RCMP and CUPE
Action Being Requested of Council	For Information Only.
<p>Are you providing any supporting documentation (ie: Powerpoint)? Yes</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to legislativeassistants@woodbuffalo.ab.ca.</p>	

As per Procedure Bylaw No. 06/020, a request to make a presentation may be referred or denied.



RMWB WATCH: PREVENTING AND REDUCING CRIME IN THE COMMUNITY

Della Kerfont, CUPE

Staff Sgt. Scott Bell, RCMP

Council Meeting, September 13, 2011

RMWB Watch: Preventing and Reducing Crime in the Community

- A joint effort by CUPE 1505, the Regional Municipality of Wood Buffalo and the RCMP.
- CUPE workers who are out on the road during the day are given special training to watch and report criminal or suspicious activity in the community.

How the Program Works: The Call

- When suspicious activities are observed, municipal workers contact authorities.
- There are many examples of activities: open or forced windows, suspicious people going door to door, slow moving vehicles cruising a block, etc.

How the Program Works: The Call contd.

- Workers are encouraged to trust their intuition, and if something does not look right, report it.
- If a crime is observed in progress, or a life-threatening situation, then the worker is to call 911.
- A crime should only be observed from a safe distance and place.
- Otherwise the worker should leave the area for a safer location.

How the Program Works: The Call contd.

- When contacting the RCMP, the worker indicates he is a RMWB Watch participant with the RMWB and provides information relating to the incident: a description of the person(s) involved, a description of any vehicles, the location, and any additional details the police may require.
- Calls are to be brief but descriptive.

How the Program Works: The Report

- Municipal vehicles will have a RMWB Watch binder that includes instructions, reminders and report forms.
- Every call to police through this program must include the submission of a brief report using the forms in this binder. It should be filled out after the call to police has been placed.
- The report includes a short narrative describing the Who, What, When, Where, Why and How of the incident, as well as other details like the suspicious person's gender, age, height, clothing, vehicle licence plate, etc.

How the Program Works: The Report contd.

- The dispatcher will also give the worker a RCMP file number to record with the report for future review.
- Municipal employees are not to discuss incidents or information he/she becomes aware of as a result of their participation in the RMWB Watch Program.

Who Benefits?

- The program is a success: City Watch is already helping to clean up neighbourhoods in over 27 municipalities throughout British Columbia.
- Police benefit by having trained watchful eyes and listening ears on the streets.
- CUPE members are proud to give something to the community where they live and work.
- The RMWB benefits by having safer streets.

Subject: Appointment of External Auditor**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Elsie Hutton, Chief Financial Officer

Administrative Recommendation(s):

1. THAT Deloitte & Touche LLP (Deloitte) be appointed as external auditor for the Regional Municipality of Wood Buffalo, the Fort McMurray Public Library, MacDonald Island Park Corporation and Wood Buffalo Housing & Development Corporation,
2. THAT Administration be authorized to enter into a five (5) year contract renewable for a maximum of two - one year terms renewed annually (7 years in total) for the provision of external audit services by Deloitte & Touche LLP.

Summary:

The Municipal Government Act (MGA), Section 280 requires each Council to appoint an auditor for the Municipality and for each of its controlled corporations. However, Council may not appoint a councillor, an employee of the Municipality or an employee of one of its controlled corporations to be an auditor.

Background:

Council had previously appointed KPMG in 1995. The specific audit partner assigned to the municipality has changed over time. Although KPMG were the municipal auditors prior to 1995, they had to be re-appointed due to the amalgamation and formation of the Regional Municipality of Wood Buffalo.

The specific policy to change external auditors varies from jurisdiction to jurisdiction and can vary from the requirement to change partners of the external firm (Sarbanes Oxley) to mandating a change of auditors every five years (City of Edmonton).

In addition, the New West Partnership Trade Agreement (NWPTA), the rules that govern municipal procurement, no longer exempt audit services from an open, transparent and competitive procurement process, thus a Request for Proposal process was conducted. Best practices require that organizations solicit proposals on a periodic basis (generally at least five years) in order to ensure that external audit services are obtained on a competitive basis.

Representatives from Administration and from each of its two controlled corporations (MacDonald Island Park Corporation and Wood Buffalo Housing & Development Corporation) have concluded

that the overall optimum service proposal received from the three qualified accounting firms who submitted bids to provide external audit services was the proposal from Deloitte. This review included an evaluation of the experience and qualifications of the firm, the nature of the proposed services and the overall price or cost to the Municipality.

Deloitte is one of the world's leading accounting firms with over 170,000 employees in 140 countries. The firm is licensed and in good standing with the Institute of Chartered Accountants of Alberta (ICAA). In the event of appointment, the Municipality will be served by a local office in Edmonton. Deloitte has experience with municipalities of comparative, larger size and operation.

Budget/Financial Implications:

The Municipality will enter into a fixed price contract with Deloitte with any additional and out of scope services billed separately. The option to enter into a contract extension of a maximum of two – one year terms renewed annually would be subject to Council approval. Funding will be included in future municipal budgets.

Rationale for Recommendation(s):

As the successful bidder, Deloitte also has the experience and capacity to meet the needs of the Municipality and its controlled corporations. The contract term recommended is a best practice that ensures “auditor-client” independence and mitigates any risks that might be overlooked due to familiarity over time.

**Subject: Eagle Ridge Community Centre - Capital Contribution
Partnership with Alberta Infrastructure****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Carol Theberge, Divisional Manager

Administrative Recommendation(s):

THAT the Municipality enter into a joint partnership with Alberta Infrastructure to design and construct a community centre which will link the Eagle Ridge Public and Catholic School development.

THAT \$3,000,000 representing Centron Residential Corporation's obligation towards funding the construction of a community centre in Eagle Ridge, be allocated as a capital contribution to Alberta Infrastructure as part of the Eagle Ridge Public and Catholic School development.

THAT \$5,000,000 in municipal capital funds be incorporated in the 2012 Capital Budget as a capital contribution to Alberta Infrastructure for a community centre in Eagle Ridge as part of the Eagle Ridge Public and Catholic School development.

THAT Administration work with Alberta Infrastructure, the Fort McMurray Catholic School and the Fort McMurray Public School District to develop the partnership agreements for the design, construction and operations of community centre.

Summary:

The Eagle Ridge Public and Catholic School development concept provides an opportunity for the Municipality to explore the benefit of partnering with Alberta Education, Alberta Infrastructure and the two school districts to expand the proposed schools to include a shared community centre multi-purpose space. A Council resolution is required to enter into a multi-stakeholder partnership with Alberta Infrastructure and school districts to incorporate a community centre that links the Eagle Ridge Public and Catholic School developments. The resulting development will meet a need for community space in the area and will remain a municipal asset.

Background:

The Centron Residential Corporation was required to allocate \$3,000,000 towards a community facility in the Eagle Ridge subdivision as part of the development agreement. This agreement between the Province and Centron Residential Corporation specified \$3,000,000 be held in a trust fund until plans for the community facility were confirmed.

Alberta Infrastructure has been working on the Eagle Ridge Public and Catholic School developments with the understanding that a community centre was also required on this 20 acre municipal reserve.

As a result, the Fort McMurray Public School Board initiated discussion with the Municipality regarding the possibility of partnering and funding the community centre within the proposed Eagle Ridge School development utilizing the trust funds.

In June 2011, the school districts, Alberta Education, Alberta Infrastructure and the Municipality explored the concept of a multi-stakeholder partnership which would provide a shared community centre multi-purpose facility that links the two school developments due to land constraints and reduced development costs.

Alberta Infrastructure proposed managing design and construction of the development by utilizing the financial contributions for the construction of the community centre. The Municipality in collaboration with the school districts would develop a partnership agreement for access to the community schools and the operations of the community centre.

Budget/Financial Implications:

Alberta Infrastructure will manage the project on behalf of the two school boards and Municipality. The community centre funding model requires the Centron Residential Corporation \$3,000,000 along with a \$5,000,000 municipal capital contribution in order to finance the shared community centre multi-purpose space portion of the project.

Administration has incorporated the funding request into the 2012 Capital Budgeting process for consideration. This project may incur operating costs in the future. If we are unable to find sufficient revenue sources any net operating costs would have to be included in future municipal budgets.

Rationale for Recommendation(s):

This is a unique opportunity for the Municipality and stakeholders to collaboratively develop a facility that will meet a number of community needs. This partnership is intended to increase services to the communities of Eagle Ridge and Timberlea. The stakeholders have been collaborating to create a mutually beneficial capital contribution arrangement to minimize impact on users and taxpayers by providing a facility with a strong economic business plan. This partnership is an economically viable solution to address some of the required social infrastructure by reducing stand alone facility construction costs in a reasonable time frame. Guiding principles will be developed with the stakeholders as the mechanism to negotiate the capital contribution and operational agreements to ensure community use, community focus, and barrier free accessibility for all.

The Eagle Ridge Public and Catholic School development and community centre will be designed and constructed by Alberta Infrastructure. The Community Centre portion of the development will be defined based on information gathered during the online public engagement process which occurred on August 15-19, 2011. The information gathered during the public online engagement will be utilized by the bridging architect to create the community multi-use centre design. This partnership and strategic alliance with the other stakeholders permits service delivery to be coordinated, collaborative and efficient. This partnership approach lends to building strong families and healthy communities through community based programs and services.

The Municipality will facilitate a partnership with the school boards to find an operator for the facility's community space.

This partnership will further enhance our strong community collaboration and provide opportunity for families and youth of the region. During the Municipal Development Plan public engagements, the community identified both the need and desire for more and better indoor facilities in the Timberlea area. The Parks, Recreation and Culture Plan – Preliminary Findings and Recommendations Report, and the Thickwood Timberlea Leisure Facility Pre-Feasibility Study place a high priority on indoor social infrastructure to be shared with local community. As the plans for the proposed Eagle Ridge Public and Catholic School development are adaptable, this is an opportunity to incorporate community and recreation amenities on the site.

Administration recommends a capital contribution agreement and operational agreement be established which will define roles and responsibilities and secure community joint use. Sharing infrastructure costs with stakeholder maximizes capital dollars and truly creates a community.

**Subject: Appointment of Chairperson – 2015 Western Canada
Summer Games Host Society****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Carol Theberge, Divisional Manager
Carole Bouchard, Director

Administrative Recommendation(s):

THAT the Bid Committee's recommendation for Chair of the 2015 Western Canada Summer Games be accepted as information;

THAT Jeff Fitzner be appointed as Chairperson of the 2015 Western Canada Summer Games Host Society.

Summary:

According to the Western Canada Games Council Handbook, the host community is to appoint the Chairperson of the Games.

Background:

On June 29, 2011, the Regional Municipality of Wood Buffalo was awarded the 2015 Western Canada Summer Games.

The Bid Committee, comprised of municipal and community representatives, unanimously voted to recommend Jeff Fitzner as the Chairperson of the 2015 Western Canada Summer Games.

Mr. Fitzner is a respected member of the Regional Municipality of Wood Buffalo's business community and has a long history of volunteering and is the Co-Chair of the Bid Committee and appointed interim Chairperson representing the Bid Committee during the transition from the Bid Committee to Host Society.

Rationale for Recommendation(s):

According to the Western Canada Games Council Handbook, Western Canada Summer Games Staging Manual and the Western Canada Summer Games Bid Guidelines, Council appoints the Chairperson of the Games Host Society.

After reviewing an extensive list of potential appointees, Jeff Fitzner's name was put forward by the Bid Committee as recommended Chair for the 2015 Western Canada Summer Games.

Next steps will also involve Council inclusion in selection and approval of Board of Directors for the Host Society.

Attachments:

1. Western Canada Games Council Handbook page 26
2. Western Canada Summer Games Staging Manual page 25
3. Western Canada Summer Games Bid Guidelines page 27

	Develop budget worksheets to be used by committees. Preliminary budget preparations. Primary government funding confirmed.
36 months	Determine the accounting package to be used for the financial records. Develop the chart of accounts and financial statement format to be used for reporting financial information to the Board. Tender for banking institution. Receive budgets from Function Area Directors.
34 months	Develop revenue policy. Develop purchasing policies and procedures. Set up bank accounts as needed - general, lottery, raffle, etc. Determine and set up signing authority. Determine the collection process and requirements for GST. Assign accounting responsibilities - invoicing, payment of bills, reconciliation of bank, purchase orders, deposits (monthly). Preparation of monthly financial statements for the Board including analysis and budget comparisons.
32 months	Compile and review the capital and operational budget information submitted by Directors of each Function Area. Meet with Directors (individually or in a group) to review the detailed committee budgets to identify any gaps or overlaps in budgeting. Detailed committee budgets into a consolidated Games budget. Develop budgeting/operations principles. Develop policies on budget revisions and procedures for recording donations of value in kind, services, and cash.
28 months	Present draft Games budget for approval by Board of Directors and WCG Council.
28 months	Develop an Administration and Finance Operations Plan. Approval must be received by the Board of Directors and the WCG Council.
Year End	Preparation of annual financial statements as required by multi-party agreement.
On-going	Schedule budget review meeting every two months.
3 months post-Games	Give Final Report and Staging Manual updates to the Director, Administration and Finance.
4 months post	Prepare financial records for audit.

BUDGET CONSIDERATIONS

Consider the following when developing the initial budget forecast:

- Cost of previous Games
- The sports represented in the Games
- The number of participants, including athletes, coaching staff, mission staff, technical officials, medical staff, etc.
- The work required on the various venues to bring them to Games standard (in conjunction with the Sport Technical Reps from the Provincial/Territorial Sport Organizations)

- How will revenues generated by cultural events be handled? As revenue to the overall Games budget, (i.e. similar to all fundraising events, souvenir sales, etc.) or to enhance the Culture, Ceremonies and Protocol budget?
- What expenses will be charged against the Cultural budget? i.e. expenses directly related to staging of a cultural events, e.g. costumes, music, art supplies, etc. or expenses for administration, facility rental/upgrading, promotion, insurance, volunteer clothing, food or transportation costs of participants and volunteers, etc.? Or, combination of the above?
- Purchasing policies and procedures:
 - Who will have signing authority for purchases? (i.e. General Manager only, or can this authority be delegated to Directors, Chairs or others?)
 - Procedures for different purchasing levels depending on the dollar value involved? (i.e. Petty cash fund for purchases under what amount? Purchase orders required over what amount? How many quotations required? Verbal or written quotations required? Formal tendering process over what amount?)
 - How will purchase orders be controlled, but conveniently available? (i.e. from Games office only?). Will PO # be issued over the telephone?
 - Will local businesses be given preference when purchasing? How will local businesses be informed of formal tenders or major purchases?
 - Must the lowest price tendered be accepted?
- Games Legacy
 - How will Games assets be disposed and legacy funds be spent?
 - What assets will be sold? How will they be sold? i.e. in a public auction or to the next host community?
 - What Games assets will be donated to local clubs and organizations?
 - How will souvenir inventory be disposed?
 - How will lost and found be disposed?

TASKS AND TIMELINES

The tasks and timelines are based on experiences of past Host Societies and WCG Council Members in staging major multi-sport Games and have been tailored for the hosting of a WCSG. The dates are based on a 42-month plan and may fluctuate depending on the decisions of each independent Host Society.

Timelines	Activities
42 months out	Chair named and committee members recruited.
40 months	Committee formed and responsibilities defined. One member should have a recognized designation.
38 months	Review Bid Phase budgets. Establish a financial year end in consultation with the Legal and Insurance Chair when the society is being incorporated, to ensure the year end dates are consistent with the financial reporting requirements. Establish Account Codes for the budget.

Other Sources of Funding

The Host Society traditionally provides cash and/or gifts in kind towards the operation and staging of the Games. These commitments should be outlined in the bid submission. It is anticipated that in addition to provincial funding, the Host Society will solicit cash and/or gifts in kind from the private sector.

Host Community Responsibilities

- The Mayor/Reeve and Council of the host community will select the Games Chairperson.
- The Games Chairperson, with input from the Municipal Council, will choose the Board of Directors.
- The host community is responsible to provide competition facilities at no cost to the Games organizing committee.
- The host community is responsible to cover any deficit incurred by the local organizing committee.

Games Organizing Committee Responsibilities

The Games Chairperson and Board of Directors will be responsible for all Games administration and operations in the host community, under the guidelines established by the Western Canada Games Council including:

1. Incorporating a registered society to undertake the staging of the 2015 Western Canada Summer Games;
2. Planning and executing the Games and related events within the framework of the Western Canada Games Council goals, guidelines, and standards;
3. Developing and controlling the Games budget, all major incomes, expenditures, and cash flow;
4. Raising adequate funds to offset expenses;
5. Providing resources, both volunteer and professional, to successfully stage the Games;
6. Providing the required insurance for the Games;
7. Providing adequate competition, accommodation and food services for approximately 2,200 participants, split in two shifts;
8. Ensuring all aspects of the competitions are planned in consultation with the participating Provincial Sport Associations including venue preparation, equipment and supplies, schedules, results, protest procedures, and volunteer requirements;